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ROUTING AND TRANSMITTAL SLIP

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. <i>EO/DDA</i>	<i>[Signature]</i>	4 SEP 1981
2.		
3. <i>DDA - FYI</i>	<i>[Signature]</i>	8 SEP 1981
4.		
5. <i>File</i>		

Action	File	Note and Return
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Comment	Investigate	Signature
Coordination	Justify	

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DD/A Registry

87-1862

DD/A Registry
81-3715/1

4 September 1981

DD/A REGISTRY

FILE: meeting-1

MEMORANDUM FOR: See Distribution

FROM: 25X1 [REDACTED]

Chief, Interdepartmental Affairs Staff

SUBJECT: Preparation of Briefing Books for the DCI and DDCI (U)

1. As you know, the Interdepartmental Affairs Staff (IAS) of the Office of Policy and Planning has taken over responsibility for coordinating preparation of briefing materials for:

- Meetings of the Cabinet, National Security Council (NSC), National Security Planning Group (NSPG), and Senior Interdepartmental Groups on foreign and defense policy.
- The DCI's regularly scheduled meetings with the Secretaries of State and Defense.
- Meetings of the DCI and DDCI with senior officials of foreign governments.
- The DCI's foreign trips.
- The DDCI in his role as CIA member of the National Foreign Intelligence Board (NFIB) and National Foreign Intelligence Council (NFIC).
- Ad hoc meetings of the DCI and DDCI with other senior officials.

The Staff does not handle preparations for the Senior Interdepartmental Group on Intelligence (SIG-I), which are coordinated by the IC Staff; for meetings with officials of liaison services (the responsibility of the DDO); for the DCI as Chairman of NFIB and NFIC (done by the NFIB Secretariat); or EXCOM and other internal Agency matters (handled by the Policy Review Staff). (C)

2. In the interest of improving staff support to the DCI and DDCI in their external roles, I think it would be useful to reiterate and amplify the guidelines on the preparation of briefing materials. Attached to this memo are the instructions that were circulated by Bob Gates earlier this year on preparations for NSC and SIG meetings. They remain in effect, with the exception that the NIC (rather than NFAC) will be the focal point for most NSC and SIG actions. I have also attached, for the guidance of action officers, summaries of the procedures associated with the other types of meetings. (C)

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3. My experience to date suggests that support to the DCI and DDCI could be greatly improved if action officers would keep five general principles in mind when preparing briefing books:

- Brevity. Every effort should be made to keep the books as thin as possible and the background memo as short as possible. If necessary, action officers should relegate detailed background information to tabs in order to keep the length of the basic memo down.
- Timeliness. As you know, a major problem in preparing briefing books is lack of time. We often have less than a day's notice of an important meeting, and I doubt that the situation will improve significantly. I know that the tight deadlines I impose put enormous pressure on action officers, but they must realize that I need some time to assemble materials and that the DCI and DDCI need time to study them. Action officers can, however, hedge against these pressures by taking the initiative on important policy issues. Only rarely will we be completely surprised by an NSC or SIG agenda. Action officers will usually know, through their participation in working-level meetings, when issues are likely to reach the DCI or DDCI level. They should plan ahead and begin to prepare their analyses well in advance, rather than waiting for official notification of a meeting. I am preparing a periodic report on the status of major foreign policy issues to help action officers anticipate these requirements and to give the DCI and DDCI an opportunity for early consultation. Action officers should also keep me informed about issues that they suspect may reach the NSC or SIG level.
- Completeness. The briefing books that I review are often incomplete in that they lack intelligence or policy talking points. This means that I (or the DCI or DDCI) have to draft them at the last minute. Action officers should ensure that they provide their principals with the points they will need to communicate at the meeting. They should also include any papers that they recommend the DCI or DDCI circulate at or before the meeting.
- Comprehensive Analysis. The DCI wants to ensure that his contributions to policy deliberations are comprehensive and sophisticated. The most glaring deficiency in some of the materials prepared in the past has been the narrow perspective of the analysis. Action officers should ensure that the materials they prepare draw on all appropriate analytical disciplines and cover all the countries or regions whose actions and policies are related to issues under discussions.
- Coordination and Review. The requirements for early preparation and comprehensive analyses necessitate consultation and coordination with all concerned offices. Under normal circumstances, briefing books (and any papers or memoranda that

the DCI or DDCI are being asked to send out in connection with a meeting) should be reviewed by C/NIC, D/NFAC and, if their programs are involved, by the DDO and DDS&T as well. Action officers should indicate the extent of coordination and review in their background memos. If time constraints preclude review at the Directorate or C/NIC levels, action officers should provide copies of the briefing books to key individuals who have not yet signed off. The books should be clearly marked as action items and should indicate the date and time of the meeting (or anticipated release of the papers or memos) so that corrections or dissenting views can be communicated to the DCI or DDCI before they take action. (C)

4. Please ask your action officers to call me if they have any questions or suggestions. (U)

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Attachments

Distribution:	D/NFAC	DDO	C/PS/OPP
	DDS&T	C/NIC	D/EAS/OPP
	DDA	GC	ES/NFIB
	IG	COMPT	
	D/ICS	C/PRS/OPP	
cc:	SA/DCI	SA/DDCI	
	D/OPP	ES	
	ER		

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81-3715

12 March 1981

MEMORANDUM FOR: Deputy Director for National Foreign Assessment
Deputy Director for Operations
Deputy Director for Science and Technology

FROM : Director, DCI/DDCI Executive Staff

SUBJECT : Support for DCI/DDCI Participation in NSC and SIG Meetings

1. As soon as an NSC or SIG meeting is scheduled, the Executive Secretary's office will inform the directorate having primary action of the time and place and will circulate promptly any agenda or support papers provided by NSC, State, or DOD. The responsible directorate will prepare the briefing book. Except when covert action is involved, NFAC ordinarily will have this responsibility. Because the DCI and DDCI have Community-wide responsibilities, the responsible directorate should ensure that appropriate Community equities are reflected.

2. With respect to preparations for the meetings:

-- The assigned action officer (usually an NIO) will have the responsibility for briefing book preparation. In cases where the subject meeting concerns both NFAC and DDO, the responsible NIO and DDO division chief should collaborate in the preparation of the briefing book. They should jointly prepare the covering memorandum for the DCI/DDCI, reflecting any differences which may exist between NFAC and DDO as well as providing necessary background information.

-- Two briefing books should be forwarded to this office by noon the day preceding a meeting, time permitting.
(NOTE: Papers--such as on covert action--to be approved by the DCI/DDCI and forwarded to members of the NSC for consideration must reach the NSC Staff two days before the meeting. These papers therefore will need to be submitted separate from and well before the briefing book.) This will allow the opportunity to review the material, respond to questions and, if necessary, schedule a pre-brief session for the DCI or DDCI. In cases where there are fast-breaking developments, or where particular documentation (such as proposed Findings) are not ready by noon of the preceding day, the remainder of the briefing book still should be

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-- The books should be as brief as possible and should consist of the following:

- Table of Contents
- Agenda (when provided by NSC or the appropriate department).
- Background memorandum (one to two pages). This memorandum should summarize the key issues and inform the DCI and DDCI of the expected positions of the other attendees. Differences on the issues within the Community or between DDO and NFAC, as appropriate, should be summarized in this memorandum. It should contain whatever other "bureaucratic intelligence" might prove useful to the DCI and DDCI for the meeting.
- DCI intelligence briefing (one to two pages). Should the DCI or DDCI be expected to open a meeting by providing background intelligence on the subject at hand, appropriate talking points should be included.
- Policy talking points (one to two pages). This section should present briefly for the DCI or DDCI points they should make on the issues to be discussed at the meeting. Where covert action is to be discussed, the DCI/DDCI's presentation on the proposals should be provided at this point.
- Attachments. This section should include supporting papers that are important for the DCI or DDCI to read before a scheduled meeting. If short, these should be highlighted; if lengthy, a one-page summary should cover the attachment.

3. When an NSC meeting is to address more than one subject, the briefing books will be assembled in this office. The directorate/officer having primary responsibility for each subject will forward a complete package of materials on that subject to us for inclusion in the book (again, by noon of the preceding day).

[Redacted Signature]

Robert M. Gates

25X1

cc: Executive Secretary
Dir/DCI/DDCI ExStaff/RGates:1sh/1997

Distribution:

- 1 - each addressee
- 1 - ExSec
- 1 - SA/DCI [Redacted]
- 1 - Dir/DCI/DDCI ExStaff
- X - ER

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19 March 1981

SUBJECT: Format for NSC and SIG Papers

FROM : O/DCI/DDCI

1. Action officers should prepare briefing books in accordance with O/DCI memorandum of 12 March 1981. Specifically, the books should be organized in the following sequence:

- Table of Contents
- Background memorandum
- DCI intelligence briefing (including statement whether DCI or DDCI will be expected to give such a briefing or if the points are just optional)
- Policy talking notes
- Attachments (the NSC or SIG issue paper and/or study paper should be first among these)

2. The background paper should be self-contained so that, if necessary, the DCI or DDCI need read only that one- to two-page memorandum in order to know the necessary background, what will happen at the meeting and the positions he is being asked to take.

3. When any attachment is longer than two pages, significant passages should be highlighted and it should be covered with a brief summary of key points (one page or less).

4. For NSC meetings, the attachments should include the summary of the most recent SIG meeting on the subject; for SIG meetings, a summary of the most recent IG meeting should be included. At the same time, the background memorandum should note recent SIG or IG meetings, differences between agencies that emerged, and refer to the attached summary.

5. When intelligence analysis, published or unpublished, has been prepared specifically for an NSC or SIG meeting, the entire paper should be included in the DCI/DDCI briefing book.

6. Keep attachments to the minimum necessary. Great wads of paper, even if highlighted, are not useful.

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7. There are several trivial aspects of preparing the briefing books which will be helpful:

- Because so many different offices are preparing briefing books with attachments, some uniformity in the tabs is desirable. All action officers are asked to use the yellow, lettered tabs and to have the attachment immediately follow the tab page. Do not tab the first page of an attachment.
- Use a three-ring large diameter punch.
- The table of contents should be the first item inside the briefing book, not attached to the cover.
- The briefing books should be labeled with a 3 x 5 card on the outside noting the nature of the meeting (NSC, SIG, subject, date and time).

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Cabinet Meetings

Schedule

- Established by Cabinet office.
- Irregular, but generally at least one every two weeks.

Notification Procedure

- Cabinet office notifies Executive Secretariat by phone; Executive Secretariat distributes meeting notice to concerned offices.
- IAS identifies principal action office(s) and levies requirements for staffing and coordination.

Staffing Requirements

- Cabinet office supplies a briefing book to the Executive Secretariat.
- Because most Cabinet meetings deal with domestic issues, CIA usually has no substantive input. Time permitting, IAS will circulate the book for comment by interested offices.
- For those Cabinet issues of direct concern to the Agency, briefing materials should be prepared in the same way as for NSC meetings.

Deadline for Staff Papers

- To IAS by noon the day before a meeting.

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Meetings with the Secretaries of State and Defense

Schedule

- Established by the offices of the DCI, SecState and SecDef.
- Breakfast meetings with SecState usually occur every Tuesday, meetings with SecDef every other Friday.

Notification Procedure

- DCI's appointment secretary notifies Executive Secretariat and IAS.
- Executive Secretariat disseminates request for agenda items to directorates and independent offices.

Staffing Requirements

- When agenda items are received from State or Defense, IAS will task a directorate or office to prepare a background paper and recommendations for the DCI and DDCI.
- CIA directorates and offices having agenda items make them known to IAS and prepare short background papers for use at the meeting.

Deadline for Staff Papers

- Agenda items due to IAS by noon of the second working day before a meeting. Background papers are due at noon of the day preceding the meeting.

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DCI Meetings with Foreign Officials

Schedule

- Established by office of the DCI in consultation with the White House and State Department.

Notification Procedure

- DCI's appointment secretary notifies Executive Secretariat and IAS.
- IAS identifies and tasks appropriate action offices.

Staffing Requirements

- Action officers prepare contributions to briefing books. Normally, biographic and substantive intelligence information will be prepared by the NIC and NFAC. The DDO will usually prepare materials and talking points on operational issues.
- IAS will integrate the materials into briefing books and prepare a forwarding memorandum.

Deadline for Staff Papers

- To IAS by COB two working days before the meeting.

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DCI's Foreign Trips

Schedule

-Established by Office of the DCI.

Notification Procedure

-SA/DCI notifies directorates and offices concerned.

-IAS identifies and tasks action offices for preparation of contributions to briefing books.

Staffing Requirements

-Action officers prepare contributions to briefing books. Normally, biographic and substantive intelligence information will be prepared by the NIC and NFAC. The DDO will usually prepare materials and talking points on operational issues.

-IAS will integrate the materials into briefing books and prepare a forwarding memorandum.

Deadline for Staff Papers

-To IAS by COB two working days before the DCI's departure.

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NFIB/NFIC

Schedule

- NFIB meets every other Tuesday; NFIC meets on call.
- Established by NFIB Secretariat with approval of DDCI.

Notification Procedure

- NFIB Secretariat forwards agenda to IAS by LDX. IAS disseminates agenda to directorates and offices concerned, usually by Wednesday of the week before a meeting.
- When agenda papers are received from NFIB Secretariat, IAS disseminates to appropriate action offices and levies requirements for staffing and coordination.

Staffing Requirements

- Action officer prepares one-page memo for DDCI with brief outline of issues and recommended CIA position, supplemented as necessary with short talking points.

Deadline for Staff Papers

- To IAS by noon of the Friday preceding the meeting.

NOTE: These procedures apply only to support of the DDCI as CIA representative; the NFIB Secretariat supports the DCI as Chairman.